



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

Improving Inclusive And Sustainable Agro Value Chains Development, Including The Ibo Specialty Coffee One, of Cabo Delgado and Manica Provinces Through Public Private Partnership Approach

UNIDO ID: 170217

| 05/2024 |

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

Project title	Improving Inclusive And Sustainable Agro Value Chains Development, Including The Ibo Specialty Coffee One, of Cabo Delgado and Manica Provinces Through Public Private Partnership Approach
UNIDO ID	170217
Country(ies)	Mozambique
Project donor(s)	Italian Agency for Development Cooperation (AICS)
Project approval date	July 2018
Planned project start date (as indicated in project document)	January 2019
Actual project start date (First PAD issuance date)	July 2019
Planned project completion date (as indicated in project document)	January 2022
Actual project completion date (as indicated in UNIDO ERP system)	July 2024
Project duration (year):	Planned: 3 Actual: 5
Implementing agency(ies)	UNIDO
Government coordinating agency	MADER
Executing Partners	Ernesto Illy Foundation
Donor funding	4.000.000 EUR
UNIDO input (in kind, EUR)	3.539.824 EUR
Total project cost (EUR), excluding support costs	3.539.824 EUR
Mid-term review date	August 2023 (first MTR report)
Planned terminal evaluation date	August 2024

(Source: Project document, UNIDO ERP system)

2. Project context

The project was developed in response to an official request from the Provincial Directorate of Science and Technology, Higher, and Professional Education of Cabo Delgado Province, Mozambique. This request sought technical assistance to enhance the production, quality, and international recognition of Mozambican coffee, particularly focusing on Ibo coffee. The requested assistance aims to increase local capacities and skills, introduce modern processing technology units, and improve coffee quality through professional education and expertise.

¹ Data to be validated by the Consultant

The project aimed to leverage UNIDO's experience from a successful technical assistance project that supported the Ethiopian coffee value chain (Project ID 130144), in partnership with illycaffè S.p.A. and the Ernesto Illy Foundation. This successful public-private partnership was replicated in Mozambique, where illycaffè S.p.A. and the Ernesto Illy Foundation contributed in-kind resources to the project's implementation. The kick-off of the project had to adapt to a local context where insecurity was considered at its highest level by UNDSS, due to terroristic movement which was storming Cabo Delgado Province.²

To resume, the project definition had to delve into the following crucial steps:

1. The project strategy initially focused on providing support to smallholder farmers associated in the Association of Coffee Producers of Ibo. This support included capacity building, technology transfer, and the establishment of both backward and forward linkages (Output 2). Furthermore, the strategy aimed to support the Bilibiza Institute (IABil) by enhancing its capacity to serve as a knowledge and rural hub. This included acting as a collection center, a primary processing plant, and an agro-marketing knowledge hub for smallholder farmers associated with IABil (Output 3). However, the IABil school was looted and destroyed by armed militants linked to insurgent movement operating in Cabo Delgado Province in early 2020.
2. As a result, UNIDO had to identify an alternative location to meet the increasing horticultural demand in Pemba Province. Casa Agrária in Metuge was selected for this purpose. Following this development, a new Inception Project Report (IPR) with a baseline, value chain gap analysis, budget review, and workplan was issued in April 2020. Accordingly, the IPR was submitted with Output 2, focusing on the coffee value chain, remaining unchanged. However, Output 3 was redefined to reflect the new scenario, replacing Bilibiza with Casa Agrária of Metuge. With the consensus of government institutions, the project donor, and project partners, the district of Metuge was identified as an optimal location for launching an agro-industrial program to support local farmers, as well as fruit and vegetable producers. The plan aimed to assist Casa Agrária in enhancing its horticultural production base, developing technical capacities for its teachers and students, and establishing agro-processing lines. The ultimate goal was to add value to the agricultural products to be sold in the market at a premium price. However, the proposal with coffee value chain development in Ibo and agro-processing activities targeting Casa Agrária de Metuge was then presented with unfortunate events. The wave of violence, which began at the northern part of the province, spread further south, affecting the district of Metuge with insurgents' incursions. In mid-2020, the security situation worsened, leading to increasing instability, and the area remained a fragile environment for investing in industrial upgrading.
3. As a consequence, in consultation with project counterparts, it was decided that direct intervention in horticulture value chain activities in Cabo Delgado would be considered viable only when the security situation allowed. In light of the above difficulties in proceeding with a final and valid implementation plan, the project called for a Tripartite Meeting, its highest body for governance and guidance, in order to better drive the project development in a safer and effective way, adopting a risk mitigation strategy and ultimately safeguarding the project beneficiaries. The Tripartite Meeting took place on August 14, 2020, with the participation of the donor, the Government of Mozambique, and UNIDO (represented by UNIDO country representative and the UNIDO Project team). The tripartite meeting proposed to adopt a risk mitigation strategy aimed at identifying complementary project areas.

² <https://www.cabologado.com/>

Accordingly, Manica Province was included as a new area for project intervention, presenting significant opportunities for promoting sustainable agricultural development, especially in the horticulture sector. This approach was implemented to ensure the sustainability of the action and to enhance coordination with other initiatives in Manica Province funded by the Italian Government, which receive strong support from the Government of Mozambique. Given the changed circumstances, most of the investments initially planned for the horticulture value chain in Cabo Delgado were redirected to Manica Province. With the expansion to Manica province, the project could bridge its activities with already existing initiatives promoted by institutions of the GoM in Manica and several projects operating in the agricultural sector funded by the same donor, the Italian Agency for Development Cooperation (AICS). Therefore, synergies were identified through which the project could contribute to a more holistic support to Manica's agricultural development joining UNIDO's efforts with other AICS projects and initiatives of GoM.

The selected value chains were analyzed in detail through field assessments, contacting, and collecting information from involved actors, including producers (smallholders, associations, private companies), processors, suppliers, national and international buyers, institutions at national, provincial, and district levels, technical and research institutes, NGOs, UN agencies, DFIs, and donors. Major constraints were identified through extensive discussions with different stakeholders and through detailed profiling activities, focusing on the main challenges and opportunities faced by each stakeholder. In this context, baseline data were collected, specific KPIs were defined, and a detailed action plan was prepared, aligning with the project document's objectives and remaining coherent with both budget and timeline.

As a result of this analysis, UNIDO proposed actions under Output 2 aimed at increasing "coffee production and processing best practices are introduced and international recognition of *Racemosa* coffee is increased." This report recommended project implementation focus on: supporting smallholder farmers and the Association of Coffee Producers of Ibo in capacity building, technology transfer, and establishing backward and forward linkages to improve income generation opportunities for coffee producers; and institutional support for rehabilitating local institutional capacity to provide training and extension service support to Ibo Island's farmers.

Similarly, under Output 3, the action plan focused on improving "extension services, including market linkages facilitation, in the horticultural sector." The project strategy aimed to enhance the capacity of the "Instituto Superior Politécnico de Manica" (ISPM) to act as an extension service provider and rural hub, as well as an agro-marketing center for associated smallholder farmers. By aggregating products and adding value through processing, certification, and efficient distribution, it was expected that associated smallholder farmers would be directly linked to market actors. New key partners, stakeholders, and beneficiaries were identified and supported in Manica province. Meanwhile, in accordance with the project document's mandate, activities for developing the coffee value chain in Ibo have been conducted as initially planned.

CURRENT STATUS OF IMPLEMENTATION

Overall, the project is on track to achieve its goals by creating and consolidating capacity for agricultural production, value addition and agro-processing and linking smallholder farmers to stable, more structured, and rewarding inclusive markets.

The main status of implementation per output are described below:

A. COFFEE VALUE CHAIN (OUTPUT 2)

Despite initial difficulties due to the COVID-19 pandemic and regional insecurity, which somewhat affected the project's efficiency, coffee value chain development activities in Ibo's district are progressively moving towards their targets. Field activities that support sustainable production, modern processing, marketing, and technical assistance are yielding significant value addition. This is reflected in improved income for the coffee association's members. Due to the project's intervention, there is evident diversification in the farmers' income and expansion among producers on the ground. The ICPA's membership grew from 112 to 162 members (95 men, 65 women). Additionally, new seedlings have been produced, with approximately 35.000 transplanted.

During the project implementation, UNIDO intensively worked to equip coffee farmers with advanced roasting skills and technologies, enabling them to transition from traditional methods to modern processing techniques. The establishment of a local coffee processing unit, managed by the ICPA board, now allows farmers to sell higher quality coffee to formal markets, increasing profits for ICPA members.

As a result of assisting the ICPA by upgrading the quality and quantity of coffee production, a meaningful shift in the perception of coffee as a cash crop has been observed not only among ICPA's members but also within the broader Ibo community. Farmers now consider coffee a valuable crop, integrating it with traditional annual and perennial crops, which contributes to increased income, enhanced biodiversity, and improved household resilience.

The project also legalized the ICPA to be a recognized association, opened a bank account and improved the organisational structure and management of the association.

To enhance the quality and volume of coffee produced, ICPA members were supported in exploring a collective area of 12 hectares assigned by the government for coffee plantations, intercropping with other crops considered fundamental for the local diet. Through project intervention, 8 hectares of the collective plot benefited from irrigation systems, seedlings, and technical assistance to establish an agroforestry system.

However, throughout the project, SDAE extensionists joined farmers in training sessions on good agronomic practices (including integrated pest management, pruning, and agroforestry), thereby strengthening the relationship between the farmers and the extensionists. As a result, SDAE has been assisting farmers in coffee production and in collecting monitoring data. SDAE's involvement in the project is crucial to guarantee the continuity of technical assistance to coffee farmers after the project phase-out.

UNIDO has facilitated the establishment of a formal trade agreement with several marketing strategic distribution points such as SPA VIP-Supermarket, Shoprite in Pemba and Maputo, Karibu, João Pereira Lda, and Divino. Other potential buyers from London and Saudia Arabia were identified but the current volume of coffee is not enough to supply the demand.

The project rehabilitated the Fortim de Santo Antonio, which has been established as the ICPA headquarters, Ibo's coffee showcase, and the main coffee buying point for island visitors.

Additional worthmentioning results are enclosed below:

R&D: publication in peer reviewed scientific journal.

Based on phenotypic and genomic findings a research paper, titled "*Mozambican Coffea accessions from Ibo and Quirimbas Islands: identification and geographical distribution*" was published in reputed scientific journal AoB PLANTS.

In-country training and best practices exchange with Gorongosa National Park (GNP)

With the aim of promoting a learning experience and facilitating the exchange of coffee production and processing techniques, AMOCAFE selected members from ICPA and GNP coffee specialists for an in-country training conducted at GNP's coffee operations. The training allowed participants to visit several facilities, familiarizing them with coffee post-harvest management, quality control, and good agronomic practices. It included a coffee cupping session, which involved evaluating various parameters such as aroma, acidity, bitterness, body, and defects. This marked the first time representatives from ICPA, Café Vumba, and Café Manica participated in a coffee cupping exercise. The insights gained could be applied at the Ibo coffee processing unit to determine the optimal processing profile for Ibo coffee. The hands-on learning experience resulted in the establishment of stronger connections between ICPA members, GNP staff, and other relevant stakeholders in Mozambique's coffee industry.

AMOCAFE

The project has been actively supporting the international recognition of Ibo's and Mozambican coffees through key activities such as governance support, capacity building, and communication outreach, benefiting the Mozambique Coffee Producers Association, AMOCAFE. There has been observed cohesion and visibility of producers at both national and international levels within AMOCAFE, which encourages the growth of the national coffee industry. Additionally, the project supported the discussion and revision of AMOCAFE's statute and facilitated the legalization process.

Institutional support to MADER – DNDEL

In response to MADER's requests, the project conducted a rapid assessment of the coffee industry in Mozambique, in collaboration with a renowned Ethiopian coffee value chain expert and an agribusiness specialist knowledgeable about the Mozambican agricultural context. The assessment included recommendations for actions needed to foster the sector's growth. To expose Mozambican government representatives and AMOCAFE members to a country with an established coffee industry, a Study Tour was organized (from October 15 to 21, 2023) to the Coffee Training Center in Addis Ababa, Ethiopia. (<https://ctc.et/>).

This experience allowed the participants to learn important concepts on coffee agronomy, sensorial lab, cupping and barista and roasting, and gain an overview of the Ethiopian coffee industry including on regulations and quality systems management. They also visited coffee farmer cooperatives and large coffee operators and exporters. As part of this work, a successful south- south cooperation mechanism between Mozambique and Ethiopia has been established thanks to AICS facilitation and technical support.

B. HORTICULTURE VALUE CHAIN (OUTPUT 3)

The Project provides capacity building, technical assistance and business development services to the private sector: Agro-Pecuária Frutas de Revue (AFR), an emerging agribusiness, and the *Cooperativa Frutas de Báruè* (CFB), a farmer cooperative composed of 207 members, and Tigre de Ouro, an agribusiness firm that meet the requirements for contributing to achieve project goals.

Agro-Pecuária Frutas de Révuè (AFR)

The project provided support to AFR in establishing a tropical fruit dehydration line, with the potential to benefit at least 250 smallholder farmers engaged in fruit production through an inclusive business approach. The company started its processing operations in December 2023 and has integrated smallholder farmers into its operations. In strict collaboration with AAU Technical Lda and SDAEs, the project has identified more than 100 farmers willing to sign an agreement to supply raw material to AFR. Additionally, the project team, in collaboration with Step Innovations Africa, developed a Road Map to create a digital tool for data collection and management of all logistics related to the supply of raw materials and marketing. The company is also receiving technical assistance from the project on good manufacturing practices and preparation for HACCP certification.

Cooperativa Frutas de Báruè (CFB)

With regard to CFB, the Project is working to strengthen its managerial capacities and consolidate its market share by improving fruit quality to comply with export market requirements, and by providing support to diversify crop production. To achieve this, the project is implementing a technological upgrade plan, which includes the construction of a solar-powered agri-hub to be used as an aggregation point and cooperative headquarters. Transportation means, including two trucks, and 500 plastic crates for fruit transport and storage, have been acquired to equip the cooperative with the capacity to transport produce from the farms to the aggregation unit and from there to the market. The availability of an aggregation point and logistical resources will facilitate the collective movement of the fruit from the farms to the market, resulting in higher negotiation power for CFB members, better prices, and increased income for associated members. The hub will also benefit the entire community through the provision of IT and internet services..

Additionally, the project has supported CFB in establishing a digital data collection tool. This tool enables the cooperative to collect information and data regarding members and their farm output using a customized CFB Data Tool. The digital tool is now in use by the cooperative, and several members have been fully registered on the platform, with their data being regularly updated. The cooperative board has found the platform user-friendly and valuable. It allows the cooperative to collect real-time information from the members, which can be used for marketing purposes and shared with the cooperative's partners.

Tigre de OURO

Tigre de Ouro Lda has been recognized as a key partner for attaining the project's development goals. The partnership with Tigre de Ouro to set up an inclusive business model will allow the company to expand its current contract farming scheme in the Macate district, by increasing the number of contract farmers from 19 to 90 tropical fruit producers. The partnership with the company will allow the Project to facilitate the linkage of smallholder farmers (SHFs) to the market, as the Project lacks both the technical extension know-how and the required market access for the smallholders in the region.

Under the proposed partnership, the project procured a refrigerated truck for fruit transport in temperature-controlled conditions. This truck will enable the company to transport fruits from out-growers to distant markets, expanding its customer base and increasing revenue opportunities.

The project has set up fruit aggregation units (pre-fabricated sheds) at the farm level, benefiting two associations in the Macate district. Establishing fruit aggregation will allow Tigre de Ouro to improve the efficiency of transportation and facilitate logistics for farmers. Produce will be gathered in one place and transported in better quality conditions.

SDAE

In Manica province, the Project has also worked directly with selected SDAEs to strengthen their capacity by providing training to extension agents and institutional support. SDAE extensionists in Vanduzi and Bárue were trained in Local GAP certification by the Project. Also, extension agents were selected in five (5) districts of the province (i.e., Vanduzi, Bárue, Sussundenga, Macate, and Gondola) and trained in good agronomic practices as part of the implementation of the Training Program in Commercial Horticulture. Trained extension agents have consequently trained and assisted farmers in their respective districts, with the Project's assistance through AAU Technical Lda.

Upon a request from MADER, the project has also provided training to extension agents and selected farmers in Bárue and Macate districts on fruit and vegetables drying using solar dryers provided by SUSTENTA.

ISPM

The Project has upgraded ISPM Food Processing and Soil & Plant Nutrition laboratories to improve laboratory services access for local agribusiness operators and improve quality of training and research. The ISPM laboratories have been equipped with the following assets: Water Activity Meter; Portable Non-destructive Fruit Quality Meter, Heating/Drying Oven, FT-IR Spectrometer (DRIFT- accessory); Portable Digital Refractometer; Penetrologger Standard Set.

Technicians from the above-mentioned laboratories were trained on the use of equipment using a hybrid methodology, with in-person and online sessions. The technicians were also trained on the implementation of Standard Operational Procedure, and assist on the process for ISO 17025 Accreditation. Also, the project is providing technical assistance to ISPM to develop Standard Operational Procedures (SOP) for the Soil & Plant Science and Food Technology laboratories of ISPM, following recommendations from the gaps analysis conducted in collaboration with Promove Comercio Project.

C. MONITORING AND EVALUATION (OUTPUT 4)

As a result of the change in context as described in section 2 (Project Context), for M&E has been adopted and used the reviewed Log Frame approved in the PSC organized on February 2022.

Overall, data collection for M&E system has been guaranteed by the Project implementing partners and PIU through paper-based and open-source online tools, used for collecting data timely and carrying out analysis.

Ex-ante impact analysis and ex-post impact assessment need has been incorporated on the Terms of Reference for the project partners to allow the assessment of the effects of the intervention, including a comparative analysis of benefits on target group vs group of proxy stakeholders which have not received the services. Data collection for baseline has been collected at the beginning of the intervention for digitalization services (by Step Innovation Africa) and quality-oriented services (by AAU Technical Lda), and new data are also being collected after the intervention to measure the impact.

Also, the Project Mid-Term Review (MTR) has been conducted in both provinces. All MTR related documents were prepared as per UNIDO internal rules and has supported the project team measuring the project impact as well as inform on corrective measures towards achievement of project's results.

3. Project objective and expected outcomes

The main objective of the proposed project is to increase income generation for smallholder farmers in Cabo Delgado and Manica Provinces. The outcome is that inclusive and sustainable agro value chain performances (in coffee and horticultural sectors) are improved.

The following **project components** have been developed, in addition to project management, to achieve the project objectives:

Component 1 (OUTPUT 2): Coffee production and processing best practices are introduced and international recognition of Racemosa coffee is increased.

The project strategy focuses on providing support to smallholder farmers and to the Ibo Coffee Producers Association (ICPA) in Ibo, in terms of capacity building, technology transfer and establishment of backward and forward linkages.

UNIDO implement its operations with the already active coffee producers in Ibo and Quirimba Islands, formally associated with the ICPA. All the actions are aimed at increasing the value of coffee produced by ICPA, with an increase in yield and quality of the coffee and by the improved international recognition of Ibo coffee quality.

By targeting the coffee producers and upgrading the quality and quantity of coffee available, a meaningful shift in the perception of coffee as cash crop has been achieved among the rural smallholders: in a context like Ibo, it was possible to enlarge the base of the producers by promoting the idea that coffee is a valuable crop which can also easily coexist with traditional annual and perennial crops (fundamental for the household food security needs) and can increase the biodiversity and the agricultural resilience, with also a significant diversification of farmers' income.

The following are, in brief, the expected results for Output 2:

- **Result 1:** Coffee Racemosa best varieties are selected and quality of secondary processing improved
- **Result 2:** Coffee producers are capable to apply, to their coffee farming and primary processing, principles of sustainable management
- **Result 3:** Coffee producers are supported in applying value addition and diversification strategies to their coffee production

Component 2 (OUTPUT 3): Extension services, including market linkages facilitation, in the horticultural sector are improved.

The updated project strategy aimed to select an established firms mainly led by “Pequenos Agricultores Comerciais Emergentes” (PACES) and integrating Pequenos Agricultores (PAs) into inclusive and efficient value chains and a farmers' cooperative.

ISPM and SDAE selected staff also benefit from training, capacity building activities and receive institutional support: their capacities has been strengthened in order to provide better extension services to local farmers and emerging agribusiness companies, thus improving the horticulture value chain as a whole.

Twinning arrangements with extension service providers in Cabo Delgado by involving IABIL former personnel (currently relocated in Ocuia) was also explored: the project has implemented specific training modules in benefit of both producing areas, Manica, and Cabo Delgado.

The following are, in brief, the expected results for Output 3:

- **Result 1:** Horticulture producers are strengthened, and producers are capable to apply principles of sustainable management
- **Result 2:** Horticulture producers are capable to adopt best agro-processing practices to their farming
- **Result 3:** Horticultural producers are capable to establish market linkages

Component 3 (OUTPUT 4): A system of monitoring and communication is in place and conducted.

UNIDO set up a monitoring system to carry out a data driven decision making and implementation.

Beyond the M&E framework and the informed decisions through advanced data analytics, data management support the project in preparing promotional initiatives, guaranteeing project visibility with brochures, video, etc; as well as organizing awareness workshops and seminars with stakeholders and counterparts.

4. Project implementation arrangements

The project was shaped under public private partnership. UNIDO's partnership approach calls for collective actions and catalyzes key local and international development partners to provide the required support, knowledge and financial resources for the successful implementation of the project. The private-sector partner involvement has been planned from an early stage, enabling the private-sector partner to be part of the project design and implementation. in Mozambique, illycaffè has also shaped the project since the first scoping mission, addressing the most important challenges and orienting the project action toward its sustainability.

This collaboration with illycaffè through a Public Private Partnership (PPP) ensures that interventions are sustainable and continue beyond the project lifetime because they follow international business logics and consider all parties' benefits.

Moreover, the project has prioritized engaging the local private sector in the target implementation areas, promoting long-term sustainability even after the project's phase-out.

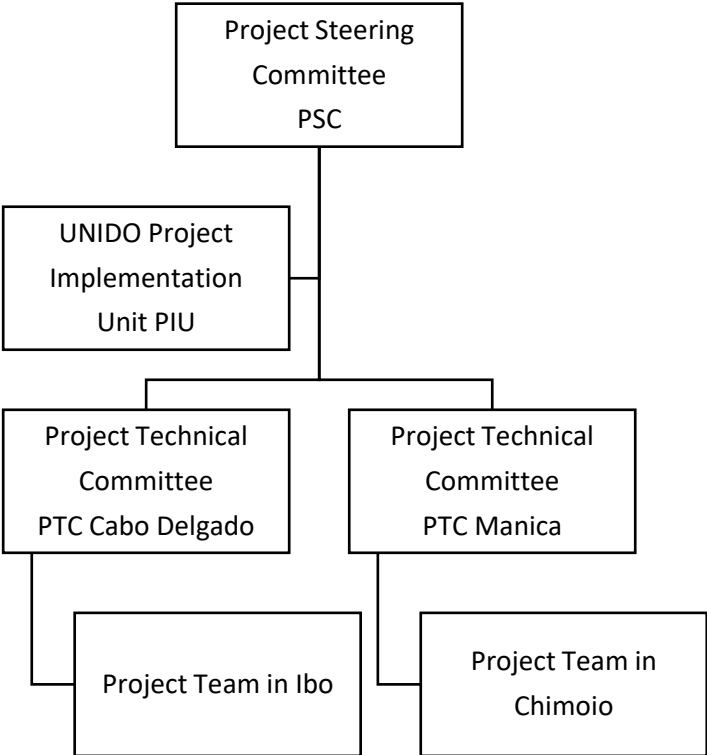
The key project stakeholders include:

Stakeholder	Role	Responsibilities
Coffe value chain		

ICPA	Project beneficiary	Adopt best practices promoted by the project and ensure maintenance of the equipment provided by the project.
IIAM	Research partner	Assist on reserch of Ibo coffee and provide cientific inputs on coffee.
UniLúrio	Research and capacity building partner	Colaborate to conduct trials/studies of Ibo coffe and deliver training to ICPA members and SDAE Extensionists.
SDAE	Beneficiary and Implementation partner	Provide Technical Assistance and Monitoring Project activities and supervise adoption of best practices.
OIKOS	implementation partner	Ensure correct execution of project activities for Ibo' coffee value chain development.
illyCaffè	Project implementation partner	Provide technical Backstopping in coffee research and set up of coffee processing unit.
Horticulture Value Chain		
ISPM	Beneficiary and Implementation partner	Participate in project implementation (research and capacity building programs development) and ensure maintenance of equipmente received and participate in project implemation.
SDAE	Beneficiary and Implementation partner	Disseminate lesson learned and provide technical assistance to farmers, and supervise adoption of best practices.
AAU Technical	Implementation partner	Ensure correct execution of project activities for horticultural training program, and quality certification services.

Step Innovations for Africa	Implementation partner	Assist on data collection and training on best practices using digital platforms.
CFB	Project beneficiary	Adopt GAP best practices and engage with new producers and manage the cooperative in a professional way.
AFR	Project beneficiary	Adopt an inclusive business model benefitting at least 250 producers, and ensure maintenance and repairs of the processing line provided by the project.
Tigre de Ouro	Project beneficiary	Adopt an inclusive business model benefitting at least 60 producers and ensure proper use of the logistical means provided by the project.

To ensure a full project ownership and a comprehensive participatory process, a Project Governance Structure was developed (herewith below) to identify the various layers of management and decision-making structures:



5. Main findings of the Mid-term review (MTR)

This section summarizes the MTR's main findings and recommendations and how the recommendations have been addressed.

The main findings of the MTR per project component are as follows:

MTR's key findings on component 1: Project Management is established

- The project management unit was set up in Maputo with a Chief Technical Advisor based in Maputo, and a National Project Coordinator being located in Chimoio, Manica, responding to both technical intervention areas
- The Project Inception Reports was submitted in three versions caused by significant changes in the political and security situation in Cabo Delgado and the inclusion of a new project intervention area (Manica)

MTR's key findings on component 2: Coffee production and processing best practices are introduced and international recognition of racemose coffee is increased

- Ibo coffee variety has been identified and its analysis performed according to sound research practices: not Racemosa Loureiro but Zanguebariae species.
- Different sub-types of the variety are known to producers (jointly discovered)
- Increase in plantation of new coffee plants
- Significant increase in coffee plant seedling production with seedlings both at home as well as in the field (to be planted with the first rains in December)
- Coffee producers started adopting the new good practices for coffee production: cleaning around the trees, where to plant new seedlings, sample soil analysis, seedling production, harvesting techniques (all interviewed started at least 1 new practice introduced by the project)
- Support of activists in monitoring and supporting application of good practices during harvest and seedling production phase was important for allowing ICPA members adoption of new agronomic practices and massive seedling multiplication
- Producers are aware about shade crops and inter-cropping supporting coffee production, appreciating new cassava varieties and crop diversification support
- Aside of purely technical, the moral support provided by the project to producers is appointed as the core reason for application of new practices
- Coffee producers apply the first post-harvest processing practices and selection of prime coffee quality
- With the buying of coffee by the association in 2023, producers reached higher prices than ever (outcome: higher income from coffee, new income stream generated from coffee production) and is expected additional price increase in the next coffee harvest season.
- Coffee processing unit is set-up and fully operational at a rented facility.

- Ibo Coffee association is improved in its internal organization and overall functioning (formalized, services to members, bank account open, proud appearance with their product), when compared to the initial stage was the collective work was completely missing.

MTR's key findings on component 3: Extension services, including market linkages facilitation, in the horticultural sector are improved

- The project established a strong collaboration with DPAP, DPIC, and SDAE extension technicians and improved their knowledge and skills in selected areas.
- CFB improved their organizational structure:
 - CFB is progressively understanding the width of their needed capacities for operating fully and effectively.
 - There is a progress in trainings to producers, and results will be evaluated later in 2023 and 2024 after at least 15 months after training.
- Research on mango and pineapple varieties with germplasm analysis, and associated activities with ISPM are well developed for overall sector development and integration of institutions as well as awareness raising of agri-processing potentials in Manica province.
- IABiL capacity strengthening is a good effort for continued inclusion and a recent fruit tree grafting practical training upon request by AKF/IABiL are well adopted.
- Great capacity building opportunities for SDAE technicians – supporting Gov and creating needed new knowledge
- The project has introduced Digital courses which are used as a “library in the pocket” by the SDAE extensionist
- Administrative and financial project bureaucracy and governance aspects delaying provision of logistical means to SDAE and CFB (as well as emergency seeds to producers) which has undermined efficiency on project progress.
- Processing equipment at AFR already installed and identification of over 100 SHF conducted with support of AAU.
- ISPM Laboratory upgrading & its strengthening has been a significant support for the horticulture sector in Manica and to secure value-added in the future.
- CFB acts as supplier of first-grade litchi to Westfalia but still need to identify alternative market for second-grade fruit. Hence, it still needs long-standing support to understand the market(s) and required internal processes to operate on its own, independent of Westfalia. Currently, the cooperative members are creating an interest for selling more crops jointly and use their bargaining power, which will be more intensified with the operationalization of the solar-powered community hub (SPAH).

MTR's key findings on component 4: A system of monitoring and communication in place and conducted

- The project monitoring system has been set-up and adapted to the new monitoring framework

The main recommendations of the Mid-term review and measures to address them are summarized below:

- Consider implementation of an assessment on the role and tasks of the woman in the different value chains, and identifying at least 2 initiatives to support women empowerment further (to be continued in the new project phase).
- Start reporting on changes identified regarding women economic empowerment by applying the “gender lense” to result and change reporting.
- Similar to women empowerment, assess opportunities and document information regarding changes affecting the youth through project interventions. Based on these observations, a concept for the next phase could be developed..
- It is recommended that a general revision of procurement and administrative processes be conducted to determine which can be managed locally in-country and which should be handled by HQ. Specifically, increasing the relatively low threshold for HQ's procurement management could be allow more flexibility of the project team on the ground, increase project efficiency and effectiveness.

6. Budget information

Table 1. Financing plan summary - Outcome breakdown

Project outcomes/components	Donor (\$)	Co-Financing (\$)	Total (\$)
Output 1	1,366,823		1,366,823
Output 2	590,000		590,000
Output 3	1,513,001		1,513,001
Output 4	70,000		70,000
Total (\$)	3,539,824		3,539,824

Source: Project document

Table 2. UNIDO budget allocation and expenditure by budget line

Budget line	Items by budget line	2019	2020	2021	2022	2023	2024	Total allocation (at apprx)	
								(USD/EUR)	%
2100	Contractual Services	43,848	82,571	222,239	343,966	544,119	7,144	1,243,887	37.4
4500	Equipment	5,051	51,548	1,694	387,194	70,803	39	516,329	15.5
1500	Local travel	11,791	7,308	11,294	14,719	36,470	754	82,336	2.5
1700	Nat. Consult./Staff	3,563	20,939	71,524	84,088	93,296	57,962	331,372	9.9
5100	Other Direct Costs	1,902	9,297	15,394	21,379	56,224	5,336	109,532	3.3
4300	Premises	0	3,028	0	3,250	0	0	6,278	0.1
1100	Staff & Intern Consultants	23,495	145,209	201,099	242,761	212,549	97,410	922,523	27.8
1600	Staff travel	1,988	0	82	110	1,626	0	3,806	0.1
300	Train/Fellowship/Study	0	0	31,047	20,693	82,156	-20,854	113,042	3.4
Total		93,657	321,920	556,394	1,120,182	1,099,266	149,815	3,329,105	100%

Source: UNIDO Project Management ERP database as of 12 March 2024

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in July 2019 to the estimated completion date in July 2024.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the UNIDO Evaluation Policy³, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁴, and UNIDO [Evaluation Manual](#).

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach⁵ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and

³ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)

⁴ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006), under revision

⁵ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- Representatives of donors, counterparts, and other stakeholders.
- (c) **Field visit** to project sites in Mozambique.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods will be used to the extent possible.

2. Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

- 1) **Relevance:** Is the intervention doing the right things? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- 2) **Coherence:** How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
- 3) **Effectiveness:** Is the project/programme achieving its objectives?
- 4) **Efficiency:** How well are resources being used? Has the project/programme delivered results in an economic and timely manner?
- 5) **Impact:** What difference does the intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects?
- 6) **Sustainability:** Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	<u>Evaluation criteria</u>	<u>Mandato ry rating</u>
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes

D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	Overall Assessment	Yes

These topics should be covered as applicable:

The terminal evaluation will assess the following topics, for which *ratings are not required*:

- a. **Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- b. **Environmental and Social Safeguards:** appropriate environmental and social safeguards were addressed in the project’s design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per the table below.

Table 6. Project rating criteria

Score		Definition
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).

3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).

IV. EVALUATION PROCESS

The evaluation will be conducted from June 2024 to September 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from June 2024 to September 2024. The evaluation field mission is tentatively planned for July 2024. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
June 2024	Desk review and writing of inception report
June 2024	Online briefing with UNIDO project manager and the project team based in Vienna.
July 2024	Field visit to Mozambique
July 2024	Online debriefing with UNIDO HQ Preparation of first draft evaluation report
August 2024	Internal peer review of the report by UNIDO’s Independent Evaluation Unit and other stakeholder comments to draft evaluation report
September 2024	Final evaluation report

VI. EVALUATION TEAM COMPOSITION

The assignment will be conducted by one international evaluation consultant that will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender.

The tasks are specified in the job descriptions annexed to these terms of reference.

According to UNIDO Evaluation Policy, the evaluation consultant must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in Mozambique will support the evaluation consultant during the assignment.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation consultant.

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); Unit of work between the evaluation team members; field mission plan,

including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable⁶.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO's Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

⁶ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

Annex 1: Project Logical Framework

The project logframe has been revised during the inception phase with the modification of target area due to a *force majeure* cause: the IABIL school, initially designated as target of the intervention, was looted and destroyed by the insurgents that are destabilizing Cabo Delgado Province since late 2017, forcing operations to shut down and student and staff to relocate to safer areas.

As a consequence of this unfortunate event, an alternative hotspot for satisfying the growing horticultural demand in Mozambique, has been identified in a safer province, more precisely in Manica. This does not exclude that the project will continuously monitor and assess security conditions in the Province of Cabo Delgado, for developing horticulture value chain in Pemba's surrounding areas: the project will work for improving farmers' productivity and facilitate market linkages opportunities, progressively scaling up the project activities when the security situation will allow to.

Accordingly, not only the target area and its related Output has been modified, but also the General Objective and the Outcome have been re-phrased in order to better capture the final goal of the entire project initiative; likewise, the Outputs dedicated to both value chains- coffee and horticulture- have been further detailed and specifically described, with pertinent indicators and means of verification on the base of the **UNIDO AI/2020/01: A brief introduction to UNIDO's Integrated Results and Performance Framework (IRPF) (ANNEX 7)**.

	INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	ASSUMPTION
GENERAL OBJECTIVE	To increase income generation for smallholder farmers in Cabo Delgado and Manica Provinces. .	<ul style="list-style-type: none"> •SOC.3 = 3900 Number of People living under poverty line who gain access to quality assured products	<ul style="list-style-type: none"> •Baseline study, project monitoring and evaluation reports •National statistics •Progress Reports •Final Report •Final Evaluation •Newsletters •Surveys •Certifications •Project visibility. 	<ul style="list-style-type: none"> • All beneficiaries will participate in the program. • GoM creates the necessary framework for facilitating project implementation. • Political stability remains the same level or improves.
OUTCOME	Inclusive and sustainable agro value chain performances (in coffee and horticultural sectors) are improved	<ul style="list-style-type: none"> • GOV.1 = 20 Number of institutions established or strengthened <ul style="list-style-type: none"> • GOV.2 = 15 		

		<p>Number of actors participating in enhanced collaboration settings (clusters, networks, cooperatives)</p> <ul style="list-style-type: none"> • KASA.1= 3180 <p>Number of actors gaining awareness/knowledge on UNIDO knowledge areas</p> <ul style="list-style-type: none"> • KASA.2 =965 <p>Number of actors gaining skills on UNIDO knowledge areas</p> <ul style="list-style-type: none"> • REA.2= 985 <p>Number of actors engaged</p>	<ul style="list-style-type: none"> • Security risk level remains the same or improves. • Host country government and local authorities maintain their commitment to support the project implementation. • The donor maintains its financial commitment.
OUTPUT 1	Project management is established.	<ul style="list-style-type: none"> • CPO.4= 2 <p>Number of interventions or Joint Programmes with UN System entities</p> <ul style="list-style-type: none"> • CPO.5= 2 <p>Number of interventions (projects/programmes) in partnership with non-UN institutions</p>	<ul style="list-style-type: none"> • HR records • Office and asset inspection • IP Report • PSC meeting minutes • PTC meeting minutes
OUTPUT 2	Coffee production and processing best practices are introduced and international recognition of <i>Racemosa</i> coffee is increased.	<ul style="list-style-type: none"> • TCO.1= 12 <p>Number of capacity building activities provided</p> <ul style="list-style-type: none"> • TCO.2= TBD <p>Value of assets provided</p> <ul style="list-style-type: none"> • TCO.3= 4 	<ul style="list-style-type: none"> • Reports from the ICPA, from SDAE office, update of the baseline data • Interviews with farmers and household members made by UNIDO supervisors.

		<p>Number of toolkits and guidelines produced</p> <ul style="list-style-type: none"> • TCO.4= 2 <p>Number of business plans developed</p>	
OUTPUT 3	<p>Extension services, including market linkages facilitation, in the horticultural sector are improved.</p>	<ul style="list-style-type: none"> • TCO.1= 36 <p>Number of capacity building activities provided</p> <ul style="list-style-type: none"> • TCO.2 = TBD <p>Value of assets provided</p> <ul style="list-style-type: none"> • TCO.3 = 12 <p>Number of toolkits and guidelines produced</p> <ul style="list-style-type: none"> • TCO.4 = 10 <p>Number of business plans developed</p>	<ul style="list-style-type: none"> • Reports from ISPM, from SDAE office, update of the baseline data. • Interviews with farmers and household members made by UNIDO supervisors.
OUTPUT 4	<p>A system of monitoring and communication is in place and conducted.</p>	<ul style="list-style-type: none"> • baseline data collected • Monitoring system is established within the database and active throughout the project life • promotional initiatives performed • Visibility supports created incl. brochures, promotional materials, etc. 	<ul style="list-style-type: none"> • Baseline • Annual Reports • M&E reports • Financial Reports • Press records • Videos • Promotional events, visibility tools and communication materials produced.

Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	International evaluation consultant (team leader)
Main duty station and location:	Home-based
Missions:	Missions to Mozambique
Start of contract (EOD):	1 June 2024
End of contract (COB):	30 September 2024
Number of working days:	WAE: 40 WDs

ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the [Lima Declaration](#) adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the [Abu Dhabi Declaration](#) adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly,

the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

DIRECTORATE OF SDG INNOVATION AND ECONOMIC TRANSFORMATION (IET)

Under the overall direction of the Director General, and in close collaboration with all organizational entities within UNIDO, in particular the Office of Change Management (ODG/CHM), the Office of Legal Affairs and Compliance (ODG/LEG), the Strategic Planning and UN Engagement Division (ODG/SPU), and the Office of Evaluation and Internal Oversight (EIO), the Directorate of SDG Innovation and Economic Transformation (IET), headed by a Managing Director, is responsible for the development of innovative UNIDO services in the areas of agro-industry and agribusiness, sustainability standards and fair production, and climate-relevant or climate-improving technologies. It is also, in collaboration with ODG, responsible for developing innovative technical cooperation concepts, identifying new sources and means of finance and entering into new partnerships with a broad range of relevant stakeholders.

The Directorate houses the Divisions of Coordination and Integration Support (IET/CIS), Quality, Impact and Accountability (IET/QUA), Agribusiness and Infrastructure Development (IET/AGR), Innovative Finance and International Financial Institutions (IET/IFI), Fair Production, Sustainability Standards and Trade (IET/PST), Public-Private Partnerships (PPP), and Climate and Technology Partnerships (CTP). The Directorate also ensures close coordination and collaboration among the Divisions and relevant entities in the Directorate of Global Partnerships and External Relations (GLO) and the Directorate of Technical Cooperation and Sustainable Industrial Development (TCS).

Division of Agribusiness and Infrastructure Development (IET/AGR)

Under the overall guidance of the Director General, the direct supervision of the Managing Director, Directorate of SDG Innovation and Economic Transformation (IET), and in close coordination with other organizational entities within UNIDO, the Division of Agribusiness and Infrastructure Development (IET/AGR) supports Member States in their efforts to pave the way to sustainable rural development and a structurally transformed and modernized agribusiness sector. Capitalizing on the experience gained by UNIDO in this field over decades and on tried-and-tested and to-be-developed service modules, the Division will explore innovative approaches to maximise the potential that exists in agribusiness development, addressing emerging global trends, in particular food security, poverty alleviation and climate change. It will explore new ways to contribute to global efforts to reduce hunger, accelerate food systems transition, and generate income and employment, especially among women and youth.

The Division provides technical cooperation services to assist the modernization of agriculture and agro-industry, especially in less-developed countries, ensuring that enterprises add value to primary agricultural production, substitute the imports of food and other value-added agricultural products, and participate effectively in local, regional and global value chains. Where needed, it will develop infrastructure and agro-industrial parks and capacities for agro-industrialization, value addition, quality assurance and food safety. It will also bring innovative approaches to Member States to fully benefit from carbon-neutral and biodiversity-enhancing agricultural and agro-industrial production and development opportunities in the green and blue bioeconomy.

Rural Development, Agro-industries and Industrial Parks Unit (IET/AGR/RAP)

The Rural Development, Agroindustries and Industrial Parks Unit (IET/AGR/RAP) aims to improve rural livelihoods by extending and professionalizing agro-industrial production, infrastructure supply and employment. It provides technical cooperation services to develop formal and informal enterprises and entrepreneurs that produce and source agricultural products— directly or through business-development service agents – with support for business planning, technology adoption, investment planning, product improvement, quality compliance and marketing. The Unit also promotes the planning for developing the necessary infrastructure for the transportation of intermediary and final products and related basic infrastructure (land, electricity, water, communication, waste treatment, etc.) required for agro-processing and value addition, making use, among others, of sustainable agro-industrial park development schemes.

PROJECT CONTEXT

The present Project named “*improving inclusive and sustainable agro-value chains development, including the Ibo specialty coffee one, of Cabo Delgado and Manica Province through public and private partnership approach* (170217), intends increasing the smallholder’s livelihood in Mozambican Provinces of Cabo Delgado and Manica. The project is the result of an official request received by UNIDO from the Provincial Directorate of Science and Technology, Higher and Professional Education of Cabo Delgado Province aimed at assisting the Government of Mozambique in improving the production, quality and international recognition of the Mozambican “*racemosa coffee*”, by increasing local capacities and skills, introducing modern processing technologies units, as well as enhancing coffee quality through professional education and know-how. On the base of this request, the project has considered the opportunity of scaling up its core activities on agro-value chain development in an additional province, bridging with already active initiatives in the area promoted by GoM Institutions, funded by the project donor Italian Agency for Development Cooperation and widely supported by private sector stakeholders and DFIs.

The specific objective is to increase income generation for smallholder farmers in Cabo Delgado and Manica Provinces, through the improvement of inclusive and sustainable agro value chain performances in coffee and horticultural sectors. The main outputs of the Project are i) Coffee production and processing best practices are introduced and international recognition of Racemosa coffee is increased; ii) Extension services, included market linkages facilitation, in the horticultural sector are improved.

Throughout this consultancy work, it is expected to complete the Final Evaluation of the Project 170217 implementation phase, elaborate all related document as per UNIDO internal rules, and support the project

team measuring project impact as well as inform future project operations. Under the overall supervision of the Project Manager based at the Headquarter, under the guidance of the International Project Coordinator, it is expected that the consultant performs, inter alia, the following main tasks:

DUTIES AND RESPONSIBILITIES

MAIN DUTIES	Concrete/ Measurable outputs to be achieved	Expected duration w/d	Location
<ul style="list-style-type: none"> • Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). • Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. • Determine key data to collect in the field and adjust the key data collection instrument if needed. • In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed. 	<ul style="list-style-type: none"> • Adjusted table of evaluation questions, depending on country specific context; • Draft list of stakeholders to interview during the field missions. • Identify issues and questions to be addressed by the national evaluator 	5	Home Based with Field Mission to Project Target Areas to be settled down through the Inception phase
<ul style="list-style-type: none"> • Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific 	<ul style="list-style-type: none"> • Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. 	5	

<p>methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work.</p> <ul style="list-style-type: none"> • Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission. 	<ul style="list-style-type: none"> • Guidance the national evaluator to prepare output analysis and technical reports 	
<ul style="list-style-type: none"> • Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation). 	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Division of evaluation tasks with the National Consultant. 	2
<ul style="list-style-type: none"> • Undertake the evaluation field mission 	<ul style="list-style-type: none"> • In coordination with the national evaluator and the field team, conduct meetings with relevant project stakeholders, beneficiaries, etc.; • Agreement with the National Consultant – if any - on the structure and content of the evaluation report and the distribution of writing tasks; • Evaluation presentation of the evaluation’s preliminary findings, conclusions and recommendations to stakeholders in the country at the 	8

<ul style="list-style-type: none"> • Present overall findings and recommendations the stakeholders at UNIDO HQ 	<ul style="list-style-type: none"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. 	2
<ul style="list-style-type: none"> • Prepare the evaluation report, with inputs from the National Consultant, according to the TOR; • Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report. • Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments. 	<ul style="list-style-type: none"> • Draft evaluation report. 	15
<ul style="list-style-type: none"> • Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and format according to UNIDO standards. 	<ul style="list-style-type: none"> • Final evaluation report. 	3
Total WDs		40

MINIMUM REQUIREMENTS

Education: Advanced university degree in development studies, social sciences, agronomy or related field.

Technical and functional experience:

- Minimum of 15 years' experience in evaluation of development projects and programmes
- Experience in the evaluation of UNIDO projects and knowledge of UNIDO activities is an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies
- Working experience in developing countries

Languages: Fluency in written and spoken English is required. Knowledge of Portuguese would be an asset.

Reporting and deliverables

- 1) At the beginning of the assignment the consultant will submit a concise inception report that will outline the general methodology and presents a concept table of contents;
- 2) The country assignment will have the following deliverables:
 - Presentation of initial findings of the mission to key national stakeholders;
 - Draft review report;
 - Final review report, comprising of executive summary, findings regarding design, implementation and results, conclusions and recommendations.
- 3) Debriefing at UNIDO HQ level - online:
 - Presentation and discussion of findings (to be organized with a dedicated on-line meeting);
 - Concise summary and comparative analysis of the main results of the review report.

All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under review. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the 170217 project before the completion of their contract with the UNIDO Quality Monitoring Division.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

Annex 3: Outline of an in-depth project evaluation report

Abstract

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Acknowledgements

Abbreviations and acronyms

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Annex 4: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<u>Rating system for quality of evaluation reports</u>			

A number rating of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.